

Leading From Identity

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Identity Matters

In volunteer services,
who you are matters
more than what you do.
Who you are informs
how you do things.

Defining Identity

Who someone is; the qualities, beliefs, etc., that make a particular person different from others.

– Merriam Webster



Identity Matters

What we do is no secret, and best practices on how we do it can be learned — but who we are matters most.

If you focus on who you are, recruitment, retention, and improved mobilization of volunteers will follow.

Three Attributes of Successful Volunteer Leaders



Show Those Hands

Do you feel like you are always humane?

Do you feel like your organization is always humane?



I. Humane

- “Marked by compassion, sympathy, or consideration for humans.”
— Merriam Webster
- Coordinators are the human face of impersonal institutions
- If you think everyone shares this trait...

Value over Appreciation

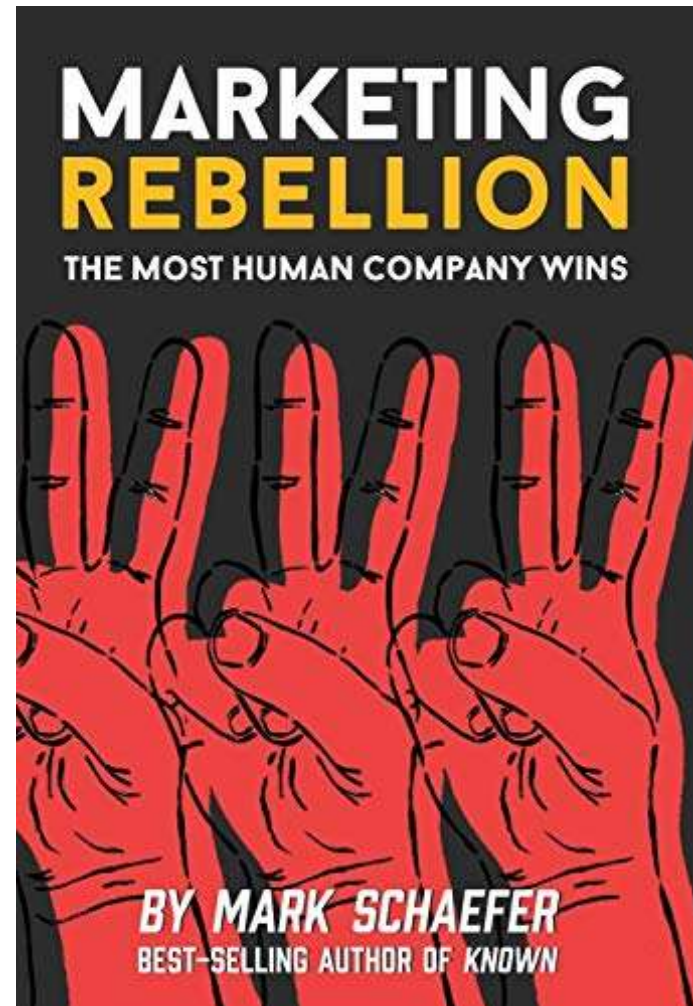
- Volunteers want to feel “valued” and “of value” more than simply “appreciated.”
- Appreciation only goes so far
- Organizations need a coordinator who shows an authentic, genuine, caring commitment to individual volunteers

Two encouragements

- You were drawn to volunteer services precisely because you are humane.
- Humaneness works.

Insights from Advertising

- Traditional marketing is becoming irrelevant
- Stories of human impact break through
- The new age of marketing is built for volunteer organizations



What motivates volunteers?

- **83%** making a positive impact
- **65%** support particular cause
- **80%** want to understand the impact of their service
- **63%** say relationships

Less than one third said:

- Set a good example
- Build skill sets
- Spend quality time with friends and family

Source: Sterling Volunteers and VolunterMatch, 2020

What keeps volunteers going?

- **27%** say “gratitude or recognition by staff and the organization”
- **80%** of organizations say showing gratitude and recognition is how they keep volunteers engaged

- **24%** of volunteers say no need for recognition
- **57%** feel an email, letter, or verbal gratitude is sufficient
- **3%** desire events to recognize their efforts
- **19%** of organizations focus on events to show recognition

The genuine wins out

- Be genuine in your appreciation
- Tell volunteers stories about their impact
- Connect them with those they've helped

“Givers care deeply about doing jobs that benefit other people.”

– Adam Grant

II. Be a Giver

“Reciprocity Style” is your kneejerk response in interactions with others.

Do you tend to be a Giver?

Matcher?

Taker?

When someone asks for a favor, what do you do?

- | | | |
|--------------------------------------------------------|---|-----------|
| • Do you always say yes? | → | • Giver |
| • Do you expect something in return? | → | • Matcher |
| • Do you calculate if it will pay off before agreeing? | → | • Taker |

When someone asks for a favor, what do you do?

- “Yes”  • Giver
- “Yes, if...”  • Matcher
- “No, unless...”  • Taker

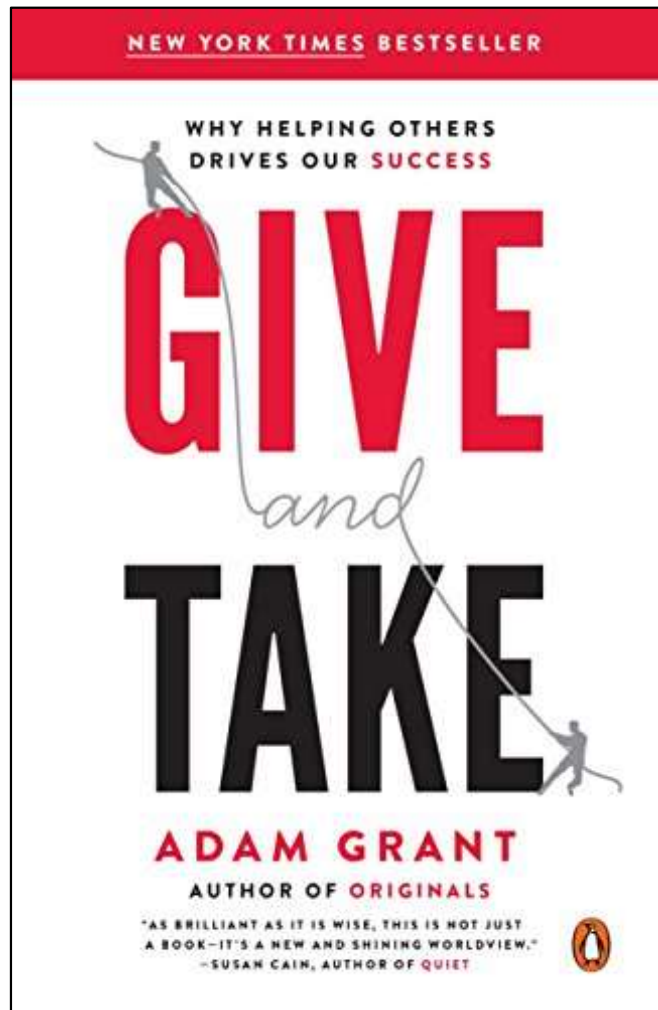
Show Those Hands

Which reciprocity style is your default?

Which style does American culture tend to give deference to and idolize?



“Give and Take”



“The fear of being judged as weak or naïve prevents many people from operating like Givers at work.

People who prefer to give or match often feel pressured to lean in the Taker direction.”

-Adam Grant

Show Those Hands

Who is more likely to land at the bottom of the success ladder in American businesses and organizations?

Who tends to dominate the top of most success ladders across America?



- **Don't feel guilty into being a Taker just to succeed**
- **Volunteer services draws Givers as coordinators**
- **Volunteers tend to be disproportionately Givers as well**
- **Givers inspire and fuel other Givers and Matchers, multiplying influence and productivity**

Champs v. Chumps

1. Set professional boundaries and stick to them

“There are two great forces of human nature: self-interest, and caring for others.”

- Bill Gates

Successful Givers

		Concern for Others' Interests	
		LOW	HIGH
Concern for Self Interest	LOW	<i>Apathetic</i>	<i>Selfless – Self-sacrificing Givers</i>
	HIGH	<i>Selfish-Takers</i>	<i>Otherish - Successful Givers</i>

Champs v. Chumps

1. Set professional boundaries and stick to them
2. Ask for help and reciprocation



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"So in all of your relationships, you always have to be the giver?"

Champs v. Chumps

1. Set professional boundaries and stick to them
2. Ask for help and reciprocation
3. Prevent burnout, for you and your volunteers

**“Givers are your most valuable people,
but if they aren’t careful they burn out.
So you have to protect the givers in your midst...**

**Givers are often sacrificing themselves,
but they make their organizations better.”**

- Adam Grant

**“A remarkable principle of Giver burnout:
it has less to do with the amount of giving
and more with the amount of feedback
about the impact of that giving.”**

- Adam Grant

Champs v. Chumps

1. Set professional boundaries and stick to them
2. Ask for help and reciprocation
3. Discover your impact as an antidote to burnout
4. Identify Givers and Matchers in your network

Champs v. Chumps

1. Set professional boundaries and stick to them
2. Ask for help and reciprocation
3. Discover your impact as an antidote to burnout
4. Identify Givers and Matchers in your network
5. Identify Takers in your network

Don't Judge a Book by its Cover

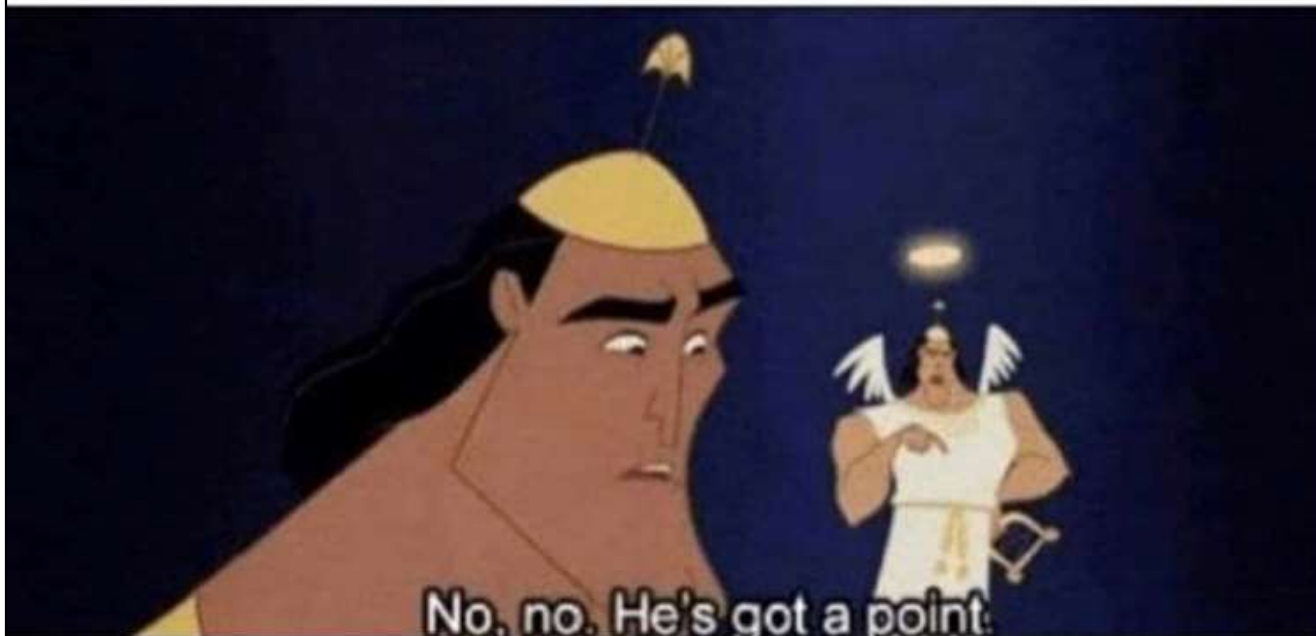
- Givers aren't always nice
- Takers aren't always mean
- Don't confuse agreeableness with reciprocity style

Beware the Agreeable Taker

	Giver	Taker
Agreeable	Pleasant and helpful	Pleasant and unhelpful
Disagreeable	Unpleasant but helpful	Unpleasant and unhelpful

III. Personality Awareness

People always tell introverts to be more talkative and leave their comfort zones, yet no one tells extroverts to shut up to make the zone comfortable.



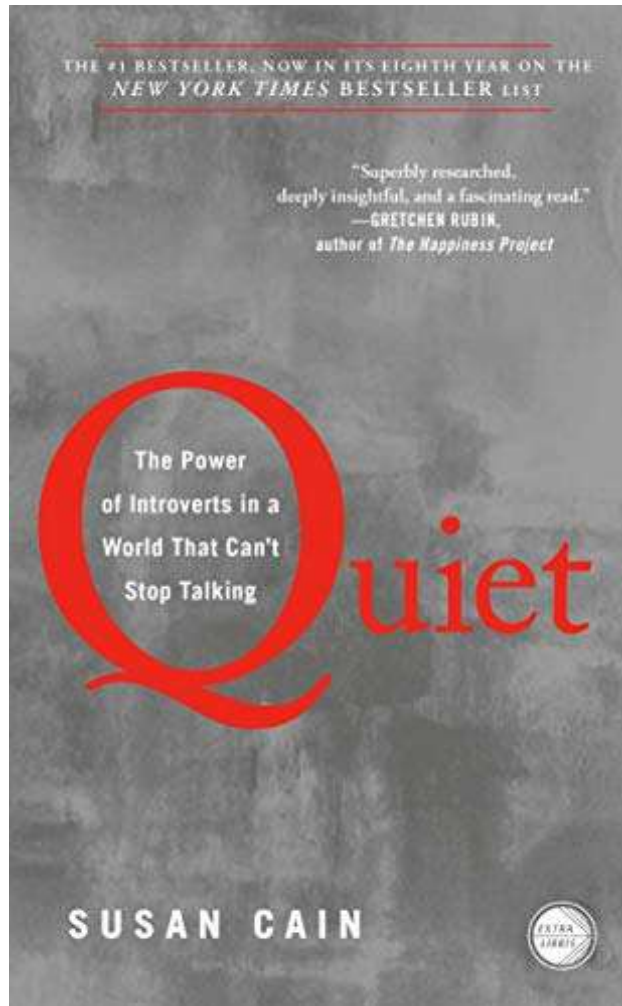
Show Those Hands

Who tends to be an Introvert?

Who tends to be an Extrovert?



“Quiet” by Susan Cain



- “Radical humility”
- “Quiet fortitude”
- “Shy and courageous”
- “Quiet Strength”

“The archetypal extrovert
prefers action to contemplation,
risk-taking to heed-taking,
certainty to doubt.”

- Susan Cain



“Neither $E=mc^2$ nor
Paradise Lost was dashed
off by a party animal.”

- Winifred Gallagher

Introverts bring to your team:

- They come prepared
- Think before they speak
- Avoid risk-taking and rash decisions
- Tend to ask questions and clarify instructions
- Value getting it right the first time

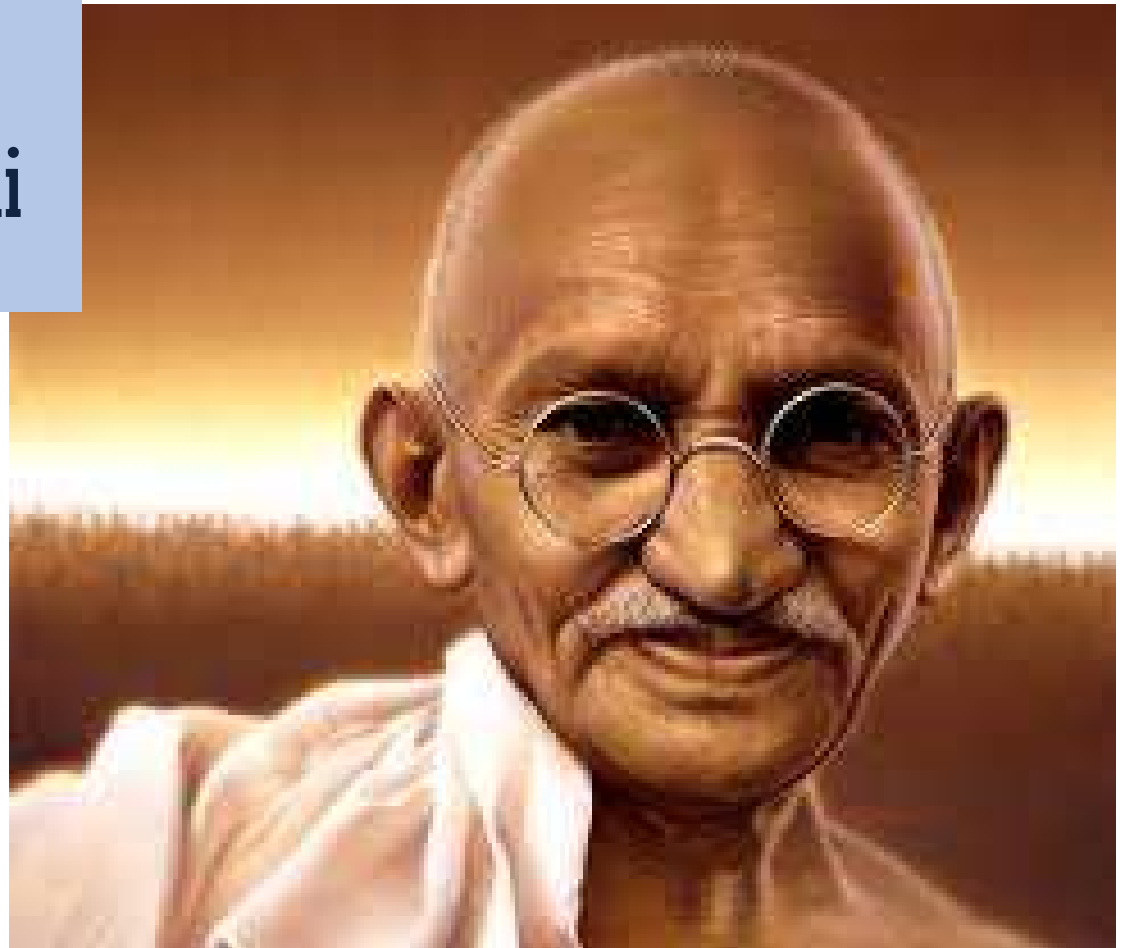
- Notice details others miss
- Empathetic and caring
- Cooperative, team players
- Sensitive to injustice
- Better focus, less mistakes

- **Extroverts: lean on Introverts around you for insight and perspective**
- **Introverts: embrace and lean into your tendency**

- **Create a volunteer environment where both personalities can thrive**
- **Extroverts will make themselves noticeable**
- **Introverts need you to notice them**

**“You must be the change you
want to see in the world.”**

- Mahatma Gandhi



Thanks for attending!



Questions?

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